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17 December 1965

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : OTR Situation Report for the Period 1-30 Nov. 65

A. GENERAL

Internal training activities continued at near maximum level with a weekly average of 590 employees receiving instruction. The Headquarters Training Branch reached the highest level in its history with six courses running concurrently plus one tutorial. [REDACTED] operated at near capacity with 115 employees receiving operational training and 35 enrolled in non-operations courses.

Additional training requirements from NPIC, [REDACTED] and the Career Training Program increased the workload of the Intelligence School, the School of International Communism, the Operations School and [REDACTED] to a significant degree. However, this increase has not yet resulted in any cancellation of courses or backlogs of a serious nature. In response to NPIC and [REDACTED] requests for establishment of holding type training programs for their new employees, we advised them that we could not undertake such programs but we would wherever possible accommodate their employees in regular OTR courses.

B. ACCOMPLISHMENTS

1. Language Program

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formulate a proposed language proficiency policy for Agency employees.

The committee, chaired by [REDACTED], prepared a language policy memorandum which is currently being circulated to all the Directorates for comments. The Language School is well along in its planning and preparations to meet the expected increase in language testings and instruction.

2. Programmed Instruction

Initial steps have been taken to identify those areas of instruction within OTR that might be susceptible to the techniques of programmed instruction. Mr. Baird visited Randolph Air Force Base, Texas to receive follow-up briefings to those given to [REDACTED] in early October by Col. Moon and his staff on the Air Force's achievements in this field.

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3. Career Training Program

The recruitment of employees for the CT Program is well below that needed to meet Agency requirements. The shortage of candidates, we believe, is primarily due to not enough field recruiters and increased manpower requirements within the Agency which results in the unavailability of internal candidates. To improve the external recruitment situation, we propose the use of advertising to generate applications from non-academic sources, to develop a direct relationship with university associates and selected department heads for

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access to candidates having special qualifications and to develop closer working arrangements with the field recruiters.

4. Meeting of Agency Training Officers

OTR resumed the practice of meeting regularly with Agency training officers. The purpose of these meetings is to discuss such matters as nominating and enrollment procedures, the administration of training agreements and current problems as posed by the various training officers. Meetings will be scheduled on a quarterly basis unless it is found that more frequent meetings are required.

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C. ADMINISTRATION

1. Budget and Finance

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A projection of this rate of obligation and the inclusion of certain additional costs to be incurred prior to 30 June 66 would result in an estimated deficit of \$138,000. However, this estimated

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deficit is more than offset by the \$200,000 resulting from the recent pay raise but which was not included in OTR's FY 66 budget, and an estimated \$90,000 in rentals at [REDACTED] withheld by the Office of Finance but available to OTR if needed.

2. Personnel

The planned incumbency for the Office of Training [REDACTED] As of 30 November [REDACTED] employees were on duty. Although tight, our ceiling of [REDACTED] is adequate to meet current needs. With a release of three training officers for PCS assignments to Saigon without replacements, and the projected loss of two or three personnel without immediate replacement, a slight dip in our on-duty strength is expected. However, with the expected return of OTR careerists early next year and the assignment of additional DDP operations instructors next spring our on-duty strength will approximate our ceiling. Two new GS-14 positions are being established in the Career Training Staff and we are actively recruiting against these positions. These two positions will be part of the 17 positions requested in our FY 67 budget.

MATTHEW BAIRD
Director of Training

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